CHURCH OF ST. ANDREW AND ST. MONICA
3600 Baring Street
Philadelphia, Pennsylvania 19104

SIX-MONTHS INTERIM REPORT

(Prepared by the Rev. Van S. Bird for the Vestry of the Church of St. Andrew and St. Monica and the Bishop and his staff - February 12, 1978)

FORWARD

The Church is the result of a twelve year old merger between St. Andrew's Church (present location) and St. Monica's Church (formerly at 42nd and Woodland Avenue in Southwest Philadelphia). Both have long tradition nurtured by a number of Black priests in years past. Many of the current problems (and prospects) facing the parish can be traced to this merger and beyond. The point seems fairly clear that the problems of the parish neither originated in the past five years, nor are they due primarily to recent leadership.

The media have made the facts of the urban crisis familiar to all. In this situation, we see parish after parish stretched between diminishing resources and increasing needs. As we think on the particular problems of St. Andrew and St. Monica's in the midst of its urban context, we need to remember that "urban problems" are but concentration of problems faced by all parishes. Part of the crisis of our parishes (including St. Andrew and St. Monica's) is the dimming of our vision and the confusion of our sense of mission. Thus many parishes are like so many other urban institutions -- fighting a losing battle for its own survival. But this cannot be, if the Church is to be true to itself and its Head - Jesus Christ, our Lord.

New occasions teach new duties. New directions for mission and ministry in and through the present parish are the challenge. The Vestry and congregation are to be commended and encouraged to continue their openness to the future and the Spirit. Currently, the parish is without permanent, full-time, ordained leadership. It seemed advisable to the Bishop to use this interim period to initiate a continuing process of self-evaluation and self-renewal within the congregation, before considering the next steps and type of leadership required in the years ahead. To this end, Bishop Ogilby wrote to the Vestry and congregation on September 1, 1977 giving them the following task:

> "First: to review your present membership lists and determine who are the members of this congregation: where they live, how deeply they are committed to this particular worshipping community, and what is their combined vision of its ministry?
>
> Second: to review the condition and stewardship of your physical plant: church buildings and rectory, so that if possible they can become an asset to the ministry of the congregation, particularly in the local community.

> Third: to develop a realistic picture of your financial potential and requirements so that your obligations for salaries and other expenses can be covered by the resources available.
>
> The results of these efforts will enable you to develop criteria for selecting new permanent ordained leadership to share your ministry with you."

This brief, interim report is the first step in response to this three-fold task. It is not intended to be a complete or in-depth study/analysis. Yet certain outlines of the problems in the present and prospects for the future are emerging with greater clarity and urgency. Although many have contributed in diverse ways to this emerging "shape of a new ministry", it is admittedly in my own words and communicated through my own partial perspective. It reflects in large measure my own hopes and fears for "new wine in new wineskins" in this place, using the resources available - human, financial, physical. Yet this analysis, of the current situation and vision of what might be, grew out of many meetings with members of the Vestry and other parish leaders. In this endeaver, Mr. Charles Polk (Senior Warden), Mr. Chester Montague (Treasurer), and Mr. William Webb (Chair man of the work-study group on human resources) have been especially helpful.

I. SOURCES OF THE DATA

A. A Parish Survey Questionnaire
B. Regular meetings with the Vestry for study and analysis.
C. Discussions with other parish leaders.
D. Two parish meetings on a Sunday in the context of the Eucharis
E. Conferences/ consultation with "outside" persons (clergy and lay) who have had extensive associations with and knowledge of the roots of the current congregation.
F. Personal participant-observation for the past six months in a variety of settings: worship; special activities; informal fellowship; organizational/guild activities.

II. SUMMARY OF THE PARISH SURVEY QUESTIONNAIRE

Two lists of persons were available: a list of active members (17 and a list of inactive members (176). The questionnaire was sent to everyone (346 persons) with the following response: 45 persons respond 12 requested transfers; 37 were returned by the Postal Service (undeli ed). The 45 responses represent 26% of the active list. This section is based on that limited response.

The survey portrays a congregation which is generally conservativ (regarding the life and work of the Church), with deep roots in the Episcopal Church - individually and corporately. Yet it reveals a flexibility and openness to new ways of believing and acting.

The Members

Most are over 50 years of age with women outnumbering men 2 to 1; Most (55% of respondents) live in the West Philadelphia area, with an additional 30% living in the neighborhood of the church (1 to ½ miles). A significant number participate in some church activity regularly.

Parish Life and Ministry

The 1928 Prayer Book is still the norm for worship. Few are aware of or familiar with the Proposed Prayer Book of 1976. Most feel that all parts of the service are of equal importance, though many would like to see more of the Black religious tradition incorporated in the service. Very few experience Church life as cold and impersonal. Consistent with its general profile, half oppose the ordination of women to the priesthood, while the others either support it (18%) or consider it irrelevant to them (25%).

Regarding an outreach ministry (in the immediate community and beyond), 50% would be supportive, while 40% would begin such a ministry *after* local needs are met. The same percentage (40%) would confine all ministry to either the local church and the *immediate* area. The largest percentage of respondents were not aware of the activities of the Diocese.

About A New Rector/Vicar

Most say that the age of the priest is not important, and 60% also indicated that race was unimportant. However, of those stating a preference, all preferred a Black priest. Overwhelmingly, they felt he should be free to choose his own housing with the approval of the Vestry.

Regarding the priest's involvement in social issues, a consistent number (33%) felt it was unimportant. At the same time, over 50% felt it was either *important* or *very important*.

In his internal relationships within the congregation, 80% felt that the priest should *not* assume the leadership of any *one* group. Rather, he should be a coordinator of *all* approved parish activities and help the Vestry determine goals and programs.

The rank order responses to the following questionnaire item is very revealing:

"In your opinion, which of the following would be descriptive of an ideal Minister of *your parish*?":

Leader - 66%
Helper - 33%
Listener - 30%
Server - 22%
Challenger - 22%
Persuader - 8%
Manager - 8%
Changer - 6%

The image of a strong, independent leader is clear. It is consistent with the kind of priest-congregation relationship which has developed through many years. It is also consistent with my personal involvement with St. Andrew and St. Monica's during the past six months.

III. THE PHYSICAL RESOURCES

The physical plant consists of: (1) an extremely large and beautifully designed/equipped church, proper in the fullest traditional sense; (2) a large multi-purpose room and stage; (3) a two-floor parish hall, the second floor of which serves as office and Vestry room. (4) a rectory located at 1333 N. 57th Street (a long distance from the neighborhood). A five-year property evaluation report has been submitted to COAC and is available for examination.

IV. CURRENT FINANCIAL RESOURCES

No detailed figures are necessary to prove that the parish is in serious financial difficulties. This is the accumulated result of many factors, some of many years standing (even prior to the merger). It is the familiar story of shrinking resources (human and financial) and expanding costs. Attached to this report are two prior financial reports to the congregation. (1) The sources of the weekly offerings from May 1, 1977 through June 12, 1977. (2) The Treasurer's report to the Vestry for October and November 1977. One thing stands out to me: the congregation is depending increasingly on special funds/activities. While this commitment to the parish and willingness to work on fund-raising are extraordinary and commendable, in the long run it cannot effectively meet the challenge of a new ministry in that place.

V. THUMBNAIL EVALUATION

Using criteria of the "health" of the parish, published in *The Warden's Bulletin* No. 6, June 20, 1977.

A. Membership Picture

While much follow-up work remains to be done, it is clear that the active membership is far below the 700 listed in the Episcopal Church Annual - 1977. A conservative estimate is 175. Yet, the unusually large inactive list (175) is partly a function of inadequate record-keeping and partly a function of the mobility and urban context of the Church in 1978. However, there is great potential for an increased active membership. Two experiences support this. At a special Family Day at St. Andrew and St. Monica's on December 11, 1977, 200 persons worshipped at 10:00 a.m. and many remained for the afternoon activities. At the Midnight Service on Christmas Eve (1977), there were 225 persons present.

B. Responsible Presence in the Neighborhood

This is the weakest dimension of the parish life and ministry. Yet it exists in an area in which this is the greatest potential for its life and ministry in the years ahead. The Powelton Village Area is an area steeped in history and diversity, characterized by the dynamic of stability and change. It is: multi-ethnic; multi-national;

inter-faith; diverse in life styles; heterogeneous in socio-economic status; predominantly an institutional (educational) and residential community. The beginnings of "invisible redevelopment" are apparent, with the in-migration of young, "middle class" couples.

C. A Clear Definition of the Christian Mission in the Region

This task is just beginning. A statement of purpose must be developed, involving a REGIONAL APPROACH to ministry in the area. This will involve dialogue with: St. Mary's, Hamilton Village, Church of the Savior, and Calvary (41st and Brown).

D. A Strong Stewardship Thrust

This is another major weakness.

E. A Self-Renewal Process

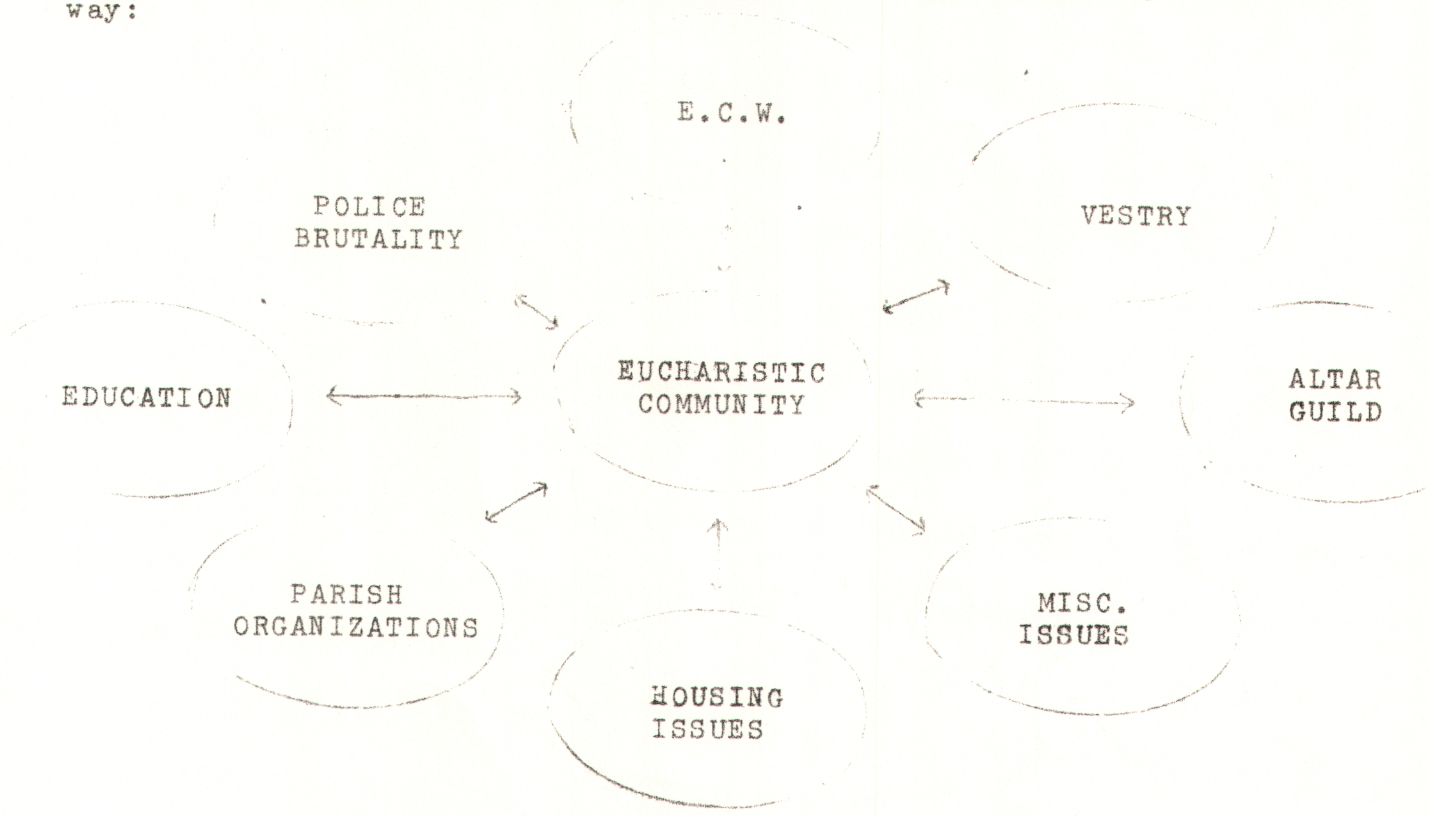
This has been lacking in the past. This report and the activiti of the past three months are the initial steps.

VI. SUMMARY CONCLUSIONS/RECOMMENDATIONS

In order to grasp the opportunity for a potentially exciting and new ministry in this area in - with - and through this congregation, suggest the following for further study and action:

(1) Further analysis of the present situation (resources and potential) should continue.
(2) We need to locate the lapsed/inactive members; nurture the faithful nucleus; initiate efforts for growth from the neighborhood.
(3) Immediate dialogue with diocesan stewardship consultants is indicated.
(4) An educational project needs to be initiated immediately lea ing to the regular use of the new Proposed Prayer Book.
(5) While continuing to encourage openness to the immediate neig borhood, it is essential to emphasize the "roomy" concept of the church, celebrating its diversity and pluralism. We oug not demand or expect the current nucleus of the parish to become the sole or even major thrust of a new outreach ministr Some will do so; others are listening to a different drummer We can encourage the formation of new or additional groups - parish, community and/or a combination of the two.

A future ministry may be visualized in the following structural way:



(6) It is unmistakeably clear that the challenge of the situation in which St. Andrew and St. Monica's finds itself (its people and its resources) can only be met through a SHARED MINISTRY: parish congregation; neighboring parishes; diocese. The vision of what can be must be shared by all; the necessary resources for implementation must be shared by all. Financial independen self-support should not be a major criterion for this particul ministry. The potential for greater financial stability is the but the imperatives of our challenge and opportunity call for immediate response.

(7) Regarding permanent ordained leadership, we suggest these considerations:
  a. A Black priest should be sought for the following reasons: the past history of St. Monica; the changing demography of Philadelphia, especially West Philadelphia; the current "state of the Black Episcopal Church in Pennsylvania" as an "endangered species of Christians; the need for taking the initiative in recruitment of Black persons for the ordained ministry; we cannot be "color blind" in a "color conscious" church and society.
  b. Such a person needs to be sensitive to people, aware of urban dynamics and have the courage to pursue a balanced ministry of prophetic action and pastoral concern

c. In order to begin establishing LINKAGES to the community, the priest ought to be "residentially identified with the community. This is the rationale for recommending that the present rectory be sold and a housing allowance provided.
d. It is more important that a new priest share the vision of and commitment to what might be than conform to traditional expectations -- parochial or diocesan.
e. At the earliest feasible time, a TEAM APPROACH to this ministry should be explored. The traditional one-priest congregation ministry needs to be reassesed.
f. A minimum commitment of 5 years ought to be given by the diocese (and parish) to this new ministry.

This is a time of opportunity. The context of mission/ministry has changed. The gospel imperative remains unchanged.

May 1st, 1977

Plate Offerings.......	7.00
Pledge payments.......	$258.70
Good Friday, gleaned..	3.00
Easter Gleaning.......	10.00
Donation, Girl Scouts.	50.00
Alms.................	10.85
U.T.O.	28.70
Improvement Fund......	12.10
Fuel Fund............	5.00

TOTAL = $617.24

May 8, 1977

Plate Offerings............	$ 20.84
Pledge Payments............	330.75
Gleaners...................	10.00
Rally 1977, Mrs. E. Hunt..	50.00
Easter.....................	50.00
Communion Alms.............	4.30
U.T.O.	7.75
Fuel Fund..................	108.25
Improvement Fund...........	55.25
Outside work...............	29.60

TOTAL = $617.24

May 15, 1977

Plate 18.73

Pledges................	$327.95
Rector's Aid...........	200.00
Easter.................	10.00
Lent Folder............	10.00
Alms...................	5.44
Improvement Fund.......	4.25
Fuel Fund..............	54.50
Special................	25.85

TOTAL = $656.72

May 22nd, 1977

Plate......................	$ 40.57
Pledge Payments............	188.65
Improvement Fund...........	4.00
Fuel Fund..................	31.60
Special offering...........	8.85

TOTAL = $273.67

May 29th, 1977

Plate Offering..........	$ 9.00
Pledge Payments.........	$206.10
Donation................	10.00
Fuel....................	13.51
Special Offering........	10.00

TOTAL = $258.61

June 5th, 1977

Plate Offering.............	$ 17.99
Pledge Payments............	462.10
Donation...................	10.00
Initial Offering...........	1.00
Improvement Fubd...........	64.10
Fuel Fund..................	100.00
Mrs. Gunning, Rally........	100.00
Special....................	30.25

TOTAL = $785.44

June 12th, 1977

Plate Offering.............	$ 6.25
Pledge Payments............	453.35
Donation, Ms. Gladys Frye..	10.00
Easter Gleaning............	5.00
Good Friday................	5.00
Fuel Fund..................	52.00
Good Friday................	7.50
Special Offering...........	25.50

TOTAL = $564.60

STATEMENT FOR THE MONTH OF OCTOBER

1977

Receipts			
Brought Forward			$ 152.68
1. Plate Offering	$ 75.94		
2. Pledges	1,399.95		
3. E.C.W. Donation	300.00		
4. Thanks-giving Contribution	5.00		
5. Christman "	5.00		
6. Donations	10.00		
7. Insurance Dividend	18.00		
otal		$ 1,813.89	
Others			
1. City Wage Tax Withheld	8.07		
2. State Tax "	3.75		
3. Social Security Ta Withheld	10.98		
4. Fuel Fund	192.35		
5. Improvement Fund	83.40		
6. Missions	87.75		
otal		386.30	
otal Receipts			2,200.19
rand Total			2,352.87
Disbursement			
Salaries			
1. Organist	187.50		
otal		187.50	
Others			
1. Janitorial Service	100.00		
2. Suply Priest	200.00		
3. U.T.O	36.45		
4. Diocesan Assessment	300.00		
5. Insurance	448.00		
6. City Tax Withheld	83.72		
7. State Tax "	38.83		
8. Socialsecurity Tax Withheld	29.28		
9. Haskins & Sell Auditors	400.00		
0. Mangam Organ Co	80.00		
1. Wendell Florist	35.00		
2. Bell Telephone Co	49.36		
3. Morehouse & Barlowe	38.40		
4. Shuman Hardware	17.75		
5. Instant Press	12.00		
6. Fortress Church Supplies	118.93		
7. A Pomerantz Co	10.39		
otal		1,998.11	

Bank Reconciliation

10/31/77	Balance In Checking Account	167.26
	Special Account	
	1. P.S.F.S Balance	1,445.81
	Total Cash Available	1,613.07

STATEMENT FOR THE MONTH OF OCTOBER

1977

Escrow Balances

1. Mrs. Georgia Dunmoore Memorial Fund $	301.00	
2. E.C.W.	164.50	
3. City Wage Tax	8.07	
4. State Tax	3.75	
5. Social Security Tax	10.98	
Total		488.30

Bills Outstanding

1. Diocesan Loan	3,273.60	
2. Phila Inquirer	84.06	
3. Evening Bulletin	62.73	
4. Mangam Organ Service Co	40.00	
5. Silvers Electric Suply Co	61.75	
6. Waldman Fuel Co	801.62	
7. Phila Electric Co	370.00	
8. Phila Gas Works	37.06	
otal		4,730.82

STATEMENT FOR THE MONTH OF NOVEMBER

1977

Receipts

Brought Forward			$ 167.26
1. Plate Offering	$ 120.24		
2. Pledges	1,098.20		
3. E.C.W Donation	5.00		
4. Thanksgiving Contribution	59.00		
5. Acoylite Guild Donation	50.00		
6. Initial Offering	.25		
7. Wedding Donation	50.00		
8. Other Donation	5.00		
9. Marie Gross Memorial	25.00		
10. Easter Contribution	2.00		
Total		$ 1,414.69	

Others

1. City Wage Tax Withheld	5.38		
2. State Tax "	2.50		
3. Social Security Tax Withheld	7.32		
4. U.T.O	82.55		
5. Improvement Fund	72.25		
6. Fuel Fund	167.80		
7. Mission	82.45		
Total		420.25	
			1,834.94
Total Receipts			
Grand Total			2,002.20

Disbursement

Salaries

1. Organist	125.00		
Total		125.00	

Others

1. Janitorial Service	60.00		
2. Suply Priest	160.00		
3. Instant Press	3.00		
4. Phila Gas Works	37.04		
5. " Electric Co	374.26		
6. Silvers Elcetric Suply Co	61.55		
7. Schuyskill Deanery (Dues)	25.00		
8. U.T.O	82.55		
9. Postage	71.53		
10. Waldman Fuel Co	555.69		
11. Donald Zimmers (Install Speakers)	303.00		
12. Charles Polk (For Repairing Floor Ch)	30.00		
13. Church Bulletin (Statements)	46.69		
Total		1,810.31	
Total Disbursement			1,935.31
Balance			66.89

Bank Reconciliation

11/30/77 Balance In Checking Account		66.8
Special Account		
1. Phila Saving Fund Society 11/30/77 Balance		1,445.8
Total Cash Available		1,512.7
Escrow Balances		
1. Mrs Georgia Dunnmoore Memorial Fund	301.00	
2. E.C.W.	164.50	
3. City Wage Tax Payable	13.45	
4. State " "	6.25	
5. Social Security "	14.64	
Total		499.84

STATEMENT FOR THE MONTH OF NOVEMBER

1977

Bills Outstanding

1. Diocesan Loan	$ 3,273.60	
2. Mangam Organ Service	80.00	
3. Phil Gas Works	19.35	
4. " Electric Co	120.47	
5. Evening Bulletin Co	62.73	
6. Fortress Co	118.93	
7. Waldman Fuel Co	490.00	
8. Bell Telephone Co	49.30	
9. Shuman Hardware	12.04	
0. F.W. Hoffman Co	88.10	
otal		4,314.52